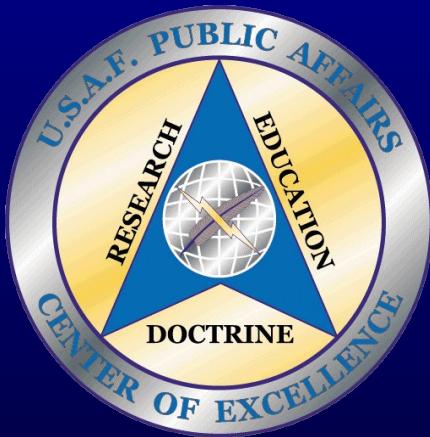


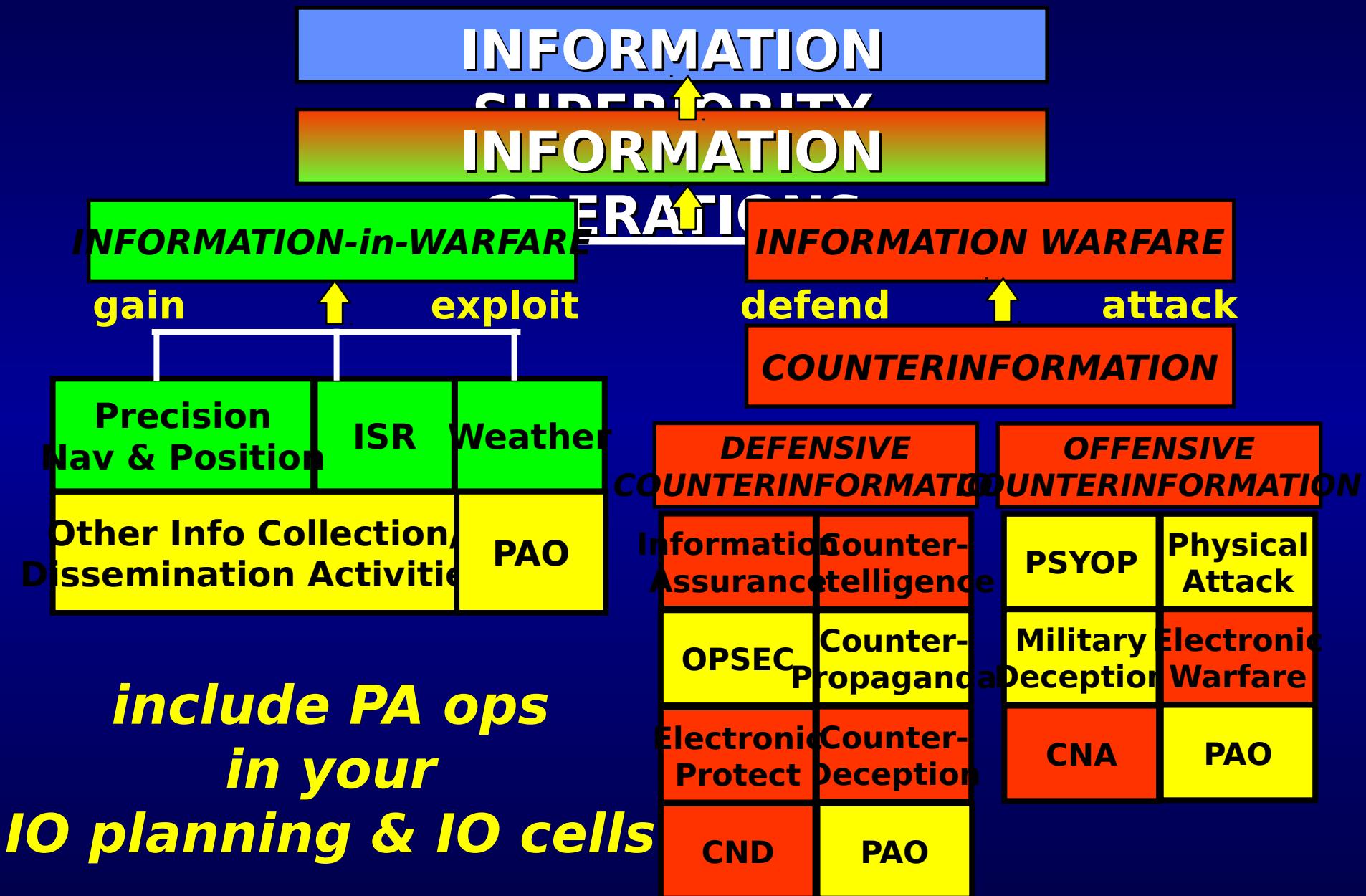


College of Aerospace Doctrine, Research, and Education

***Public Affairs
Operations
IO capabilities and
concepts
IW-220***



AFDD 2-5



Overview

- **Global information environment**
- **Information as an instrument of national power**
- **Credibility as the standard**
- **Virtual force projection**
- **Combating enemy PSYOPS**
- **Solutions**

Global Information Environment

*... technology & competition have
changed the world !*

Global Information Environment

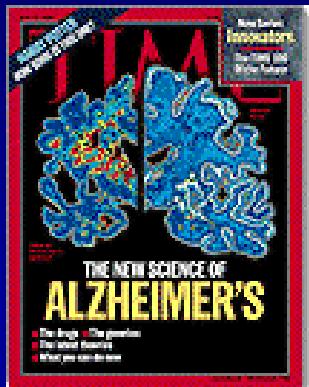
- Media are virtually everywhere -- have technology to broadcast in real-time (9/11 & OIF)
- Media will find people to talk to -- if they don't get info from us, they'll get it from a less knowledgeable source, or from the enemy *"Our goal is to keep the public informed"*
- Can't hide major troop moves
"Commanders ... should anticipate interest ... and be prepared to
Joint Pub 3-61
- Media attention and questioning issue creates enormous political decision makers to act quickly



"Information should be released quickly, even though it may be uncomplimentary for the Air Force" - AFDD 2-5.4



NBC TV



“By focusing the camera first on one crisis, then almost overnight on another, the media increasingly set the public agenda, and force politicians to deal with a constant flow of crisis and controversies.”

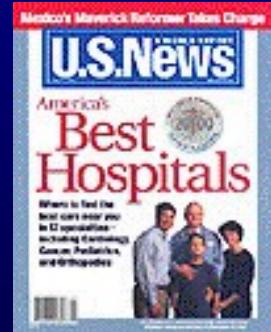
**Alvin and Heidi Toffler
“War and Anti-War” (1993)**

STARS AND STRIPES

C-SPAN

USA
TODAY

UNIVISION.com



Embedded Media

- **Reporters built a relationship with military**

“I found almost all of them (soldiers) were entirely accepting and seemed to be remarkably comfortable having media around. I think we almost broke up the otherwise monotonous existence they might have had at the time.” - Charlie Brennen, Rocky Mountain News, Colorado

- **Exposure to military wartime situations**

“I experienced first-hand the kind of things they experienced first-hand; sleeping outside, living in dirt, having no shower, having no bathroom, eating MREs - sometimes only once a day - and no one complained ... it was amazing and enlightening to see how those guys operate.” - Greg Kelly, Fox News

- **Limited access to the war as a whole**

“My experience was very deep, but very narrow.” - Tamala Edwards, ABC News White House correspondent

Embedded Media: A Policy?

“I am quite confident that people feel so good about this process that they would want it to continue. ... The good news gets out. The bad news gets dealt with quickly.”



Victoria "Torie" Clarke
Former Assistant
Secretary of Defense
17 June 2003

Enemy decision making

- Show of force
- Resolve
- Sending clear messages – or not?
- Enemy morale
- Deterrence

National support

- Funding
- Recruiting
- National will



Information as an Instrument of National Power

*...every bit as important as
diplomatic, economic, military
instruments.*

Information as an Instrument of National

National will, or public support for the operation, is the center of gravity

- **Information is crucial to the formulation of national will**

“PA Ops support a strong national defense ... by building public trust and understanding for the military’s contribution to national security and its budgetary requirements” – AFDD 2-5.4

Information as an Instrument of National

Enemy will attempt to sway public
opinion *Power*

- PA ops counters these threats by:
 1. Gaining and analyzing information about the environment
 2. Provide truthful, timely, and accurate information (PA's ground rules)
 3. Defending against enemy propaganda, threats, or attack

Informational Flexible Deterrent Options

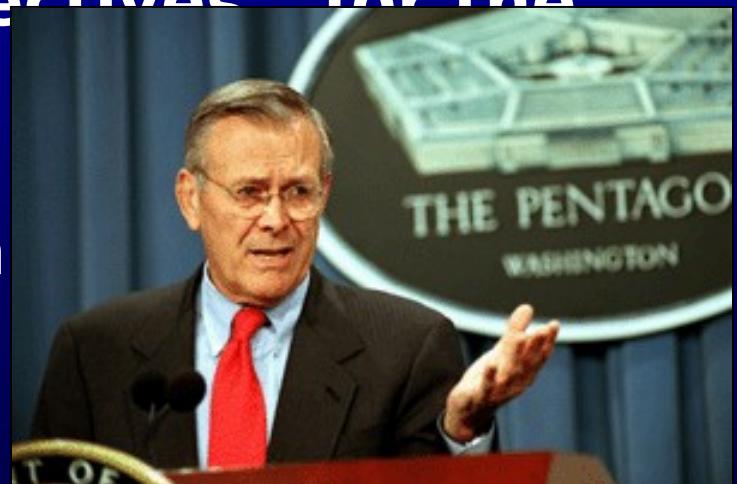
*...options other than “bombs on
target”*

Informational Flexible Deterrent Options

*“Across the range of military operations, PA ops enhance
a
commanders ability to accomplish the mission successfully”*
- AFDD 2-5.4

This could be accomplished by:

- Heightening public awareness to gain and maintaining support
- Promoting national (and coalition) policies, aims and objectives for the operation
- Combating enemy
- Keeping the operation in the news



Informational Flexible Deterrent Options

U.S. Government must speak with:

- **One intent to the international audience**
- **A goal: more deliberate and well-developed international public information strategy in promoting our values and interests.**
- **Integrate public affairs activities of government departments into overall strategy through interagency core group (ICG)**

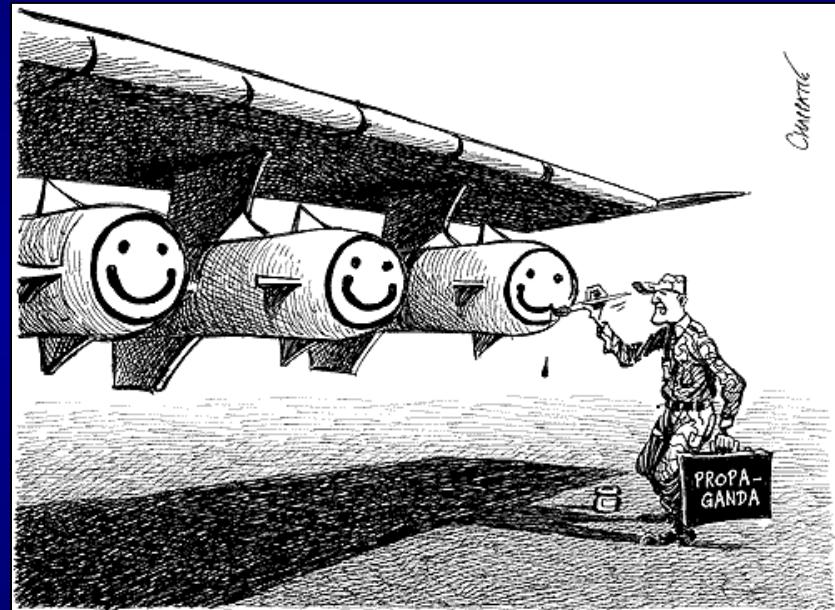
Virtual Force Projection

*... combine military hardware with
public information to “project force”*

Virtual Force Projection

PA ops can effect a virtual force projection

- **Visible activity**
- **Visible resolve**
- **Visible enthusiasm**
- **Professional images**
- **Clear, unmistakable messages & images or confusion to the enemy?**



Combating Enemy PSYOPS

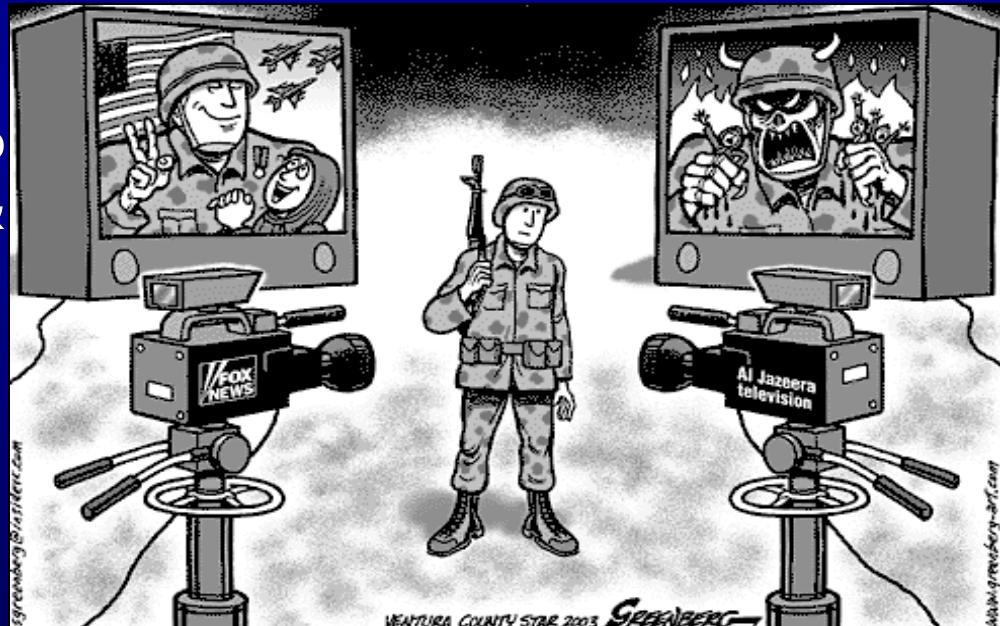
*What PSYOPS techniques will the
enemy use against us in the “public
information battlespace?”*

Combating Enemy PSYOPS

“The success of a campaign plan may depend on the information superiority achieved by coordinating and integrating all IO capabilities into a seamless effort” - AFDD 2-5.4

Enemy propaganda techniques:

- Atrocity
- Hyperbolic inflation
- Dehumanization & demonization
- Polarization
- Divine sanction
- Metapropaganda
- Transfer
- Bandwagon
- Unwarranted extrapolations



Combating Enemy PSYOPS

***“Factual information dissemination counters adversary
deception and propaganda”*** -Joint Pub 3-13

- **Anticipate & identify propaganda techniques being used -- *Intel + PA = IO***
- **Build PA Ops plan to counter the techniques**
- **Base plans on absolute credibility and truth**
- **Absolute credibility is the “gold standard” to counter the enemy’s propaganda**
- **Credibility built up over decades can vanish overnight**

The enemy loves it when we lie!

Combating Enemy PSYOPS

Why plan for and try to win the positive media campaign? Because it

...

- Keeps public opinion behind the operation**
- Convinces your adversary that you are not going to give up**
- Sends a message to the enemy leadership**
- Sends a message to the victims to hold on and stay the course**

“The capabilities of PA ops: Trusted Counsel to Leaders; Airmen Morale and Readiness; Public Trust and Support; and Global Influence and Deterrence” – FDD 2-5.4

How well did we do it in OIF ?

Dealing With Bad News

“The American people are worried about casualties because we're a caring country. Nobody likes to see any American die in combat, or any American be killed or injured in an accident on a deployment the size of Iraq. And so nobody likes to see any reports of any casualties. But the American people, I think, have a deep and fundamental and a lasting understanding about the importance of the mission in Afghanistan, and the success we've had in routing the al Qaeda”



Ari Fleischer
Former White House Press
Secretary
25 June 2003

How do we prevent the enemy from getting into our “media circle”?

Obstacles - Press Coverage in the Information Age

International press...

- **Primarily interested in the instantaneous image**
 - becomes reality of the day

“The news media that cover any joint operation will be outfitted with the most modern and efficient equipment” - Joint Pub 3-61

- **Believes objectivity requires a “pro-con” debate**

“Open and independent reporting will be the principle means of coverage” - Joint Pub 3-61

How do we operate in this new environment ?

Doctrine Solutions

- Get out “ahead” of events
 - ***“Expedite the flow of accurate and timely information to internal and external audiences”*** -Joint Pub 3-13
- Give ‘em pictures! Dedicate resources to do this
 - ***“Today’s news is formed by images”*** -Joint Pub 3-61
- Use government and military ***leaders*** rather than “spokespersons” to take the case to the public
 - ***“Commanders should educate and encourage their military and civilian employees to tell the Air Force story”*** -AFDD 2-5.4
- Stress theme repeatedly that we are morally right
- Develop & use messages over and over again ... across the entire spectrum

Doctrine Solutions

- Saturate the airwaves with your themes, your leaders, your messages, your images

“Through the public media, inform an adversary or potential adversary of the friendly force’s intent and capabilities” -Joint Pub 3-13

- Don't expect perfection
- Cold War paradigm is N/A to most of today's missions
- Mobilize PA ops early

“PA planning should occur across the range of military ops” -Joint Pub 3-61

- Smooth, fast operational information flow between Joint Task Force and PA is critical

“The JTF operational staff and the PAO working together are in the best position to recommend PA policy ...” - Joint Pub 3-61

Doctrine Solutions

- Intel needs to provide more unclassified info - and provide it faster - will keep us from playing catch-up
“The sole purpose is to expedite the flow of information to the public” - DoDD 5122.5
- PA needs to better understand enemy's propaganda plan - and “get out front” of the enemy's efforts
“PA operations give the commander the means to take pre-emptive and active measures to shape the flow of information during military operations” - AFDD 2-5.4
- Plan to work the “public information battlespace,” include PA ops in exercises and wargames and expand media training for leaders
“PA operations help commanders achieve information superiority, ... critical to war fighting” - AFDD 2-5.4

Summary

- **Technology has changed the way we fight and the way the public sees how we fight**
- **Media coverage is a fact of life - get used to it**
- **Media coverage can work *for* or *against* us**



- **Understanding the ~~chances of~~ success by:**
 - **Planning**
 - **Preparing**

Assessment of Current Information Operations

Campaign in Iraq

“There will be U.S. media and foreign media embedded with some of our forces. And of course, there will be rules set up to keep them from revealing operationally sensitive issues, and those rules will have to be complied with. And if they're betrayed, of course, then they will be disinvited to be with those forces. I think we have done that successfully in the past, and I'm confident that our commanders have the wherewithal to do that.”

**General Richard B. Myers
Chairman, Joint Chiefs of Staff
19 Feb 2003**